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A CALL FOR HELP AND COLLABORATION IN  
PLANNING AND DEVELOPMENT FOR BOSTON'S FUTURE

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BOSTON REDEVELOPMENT AUTHORITY

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Boston Project  
Dialogue Series on  
Planning and Development for Boston's Future

A Parkman Conference Center Program

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BOSTON

I APPRECIATE THE OPPORTUNITY PROVIDED BY THE  
DIALOGUE MEETINGS, UNDERWAY SINCE NOVEMBER, TO COMMUNICATE

- ON AN UP-TO-DATE REVIEW OF TRENDS AND PROSPECTS
- ON BOSTON'S FUTURE POTENTIAL
- ON OUR PLANS AND PROGRAMS

AND I APPRECIATE THE MANY THOUGHTFUL QUESTIONS AND  
SUGGESTIONS, - WHICH WILL HELP MAKE BOSTON'S PLANS BETTER.

I THINK THE MOST IMPORTANT THING WE CAN DO THIS  
EVENING IS TO TALK ABOUT INTERACTION

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THE EVERETT COLLECTION

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FIRST, WHAT ARE THE TRENDS AND PROSPECTS OF THE  
CITY OF BOSTON?

THOUGH PROBLEMS ARE MANY, - AND SOME QUITE COMPLEX -,  
MOST OF THE VITAL LIFE SIGNS FOR BOSTON ARE ON THE GO SIDE.

BOSTON'S SERVICES ACTIVITY BASED ECONOMY IS EXPANDING  
MORE RAPIDLY THAN EVER. AND PROSPECTS FOR THE NEXT FEW YEARS  
ARE OUTSTANDING, THOUGH CAREFUL PLANNING IS NEEDED NOW TO ASSURE  
CONTINUED GROWTH OF JOB OPPORTUNITIES AND INCOME LEVELS  
IN THE LATE 1970'S AND IN THE 1980'S.

IN THE PAST THREE YEARS, THE STRUCTURAL BASE OF THE  
CITY'S ECONOMY HAS BEEN AUGMENTED BY MORE THAN 5 MILLION  
SQUARE FEET OF OFFICE SPACE. THIS NEW SPACE HAS BEEN  
READILY ABSORBED, VACANCY RATES HAVE HELD STEADY AND THOUSANDS  
OF <sup>FOR SUBORDINATES</sup> NEW JOBS HAVE BEEN PROVIDED. THIS YEAR AND NEXT,

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ASTOR LENOX TILDEN FOUNDATION

1911

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MORE THAN 7 MILLION SQUARE FEET OF NEW OFFICE SPACE  
WILL COME INTO BEING, PROVIDING ADDITIONAL THOUSANDS OF  
NEW JOBS. RETAIL TRADE IS REVIVING UNDER THE STIMULUS  
OF GROWTH IN JOBS, POPULATION, INCOME AND VISITORS. IN  
CHANNELING THIS GROWTH, THE CITY IS TAKING GREAT PAINS  
TO PROTECT THE ENVIRONMENT AND PRESERVE THE UNIQUE  
CHARACTER OF OUR HERITAGE.

GROWTH IN JOBS AND INCOME ARE PROVIDING A RISING  
LEVEL OF OPPORTUNITY.

PEOPLE ARE MOVING BACK TO BOSTON. SINCE 1970, OUR  
CITY'S POPULATION HAS BEEN INCREASING, REVERSING TWO  
DECADES OF DECLINE. THE 25 TO 34 YEAR OLDS ARE  
DEMONSTRATING THEIR PREFERENCE FOR CITY LIFE STYLES,  
AND THE OUTFLOW OF FAMILIES WITH CHILDREN HAS BEEN REDUCED.





MUCH OF WHAT IS HAPPENING REFLECTS A LARGE AND  
EXPANDING PRIVATE SECTOR COMMITMENT TO THE CITY'S FUTURE  
IN THE FORM OF INVESTMENT, UNDERWAY AND PLANNED, IN COMMERCIAL  
STRUCTURES, MEDICAL, EDUCATIONAL AND CULTURAL FACILITIES,  
AND HOUSING. THE CITY ADMINISTRATION IS INVESTING IN NEW  
AND REPLACEMENT FACILITIES AT A GREATER RATE THAN EVER.  
MAJOR GAINS IN PUBLIC TRANSIT FUNDING WILL EASE CONGESTION  
AND IMPROVE ACCESS. MORE THAN \$1 BILLION A YEAR IS BEING  
INVESTED TO MAKE THE CITY A BETTER PLACE TO LIVE AND WORK.

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THOUGH THE CITY'S RECENT RATE OF DEVELOPMENT HAS BEEN GOOD, AND THE LONG-TERM OUTLOOK FAVORABLE, THERE ARE SERIOUS IMMEDIATE PROBLEMS CONFRONTING US. LET ME MENTION JUST TWO, - THE CREDIT CRUNCH AND THE ENERGY CRISIS -, WHICH ARE AFFECTING CURRENT DECISIONS ON INVESTMENT AND CONSTRUCTION.

SOARING INTEREST RATES AND THE SCARCITY OF MORTGAGE FINANCING MAY DELAY PLANNED DEVELOPMENT. HOPEFULLY, FEDERAL CREDIT POLICY WILL SOON FUNNEL MORE FUNDS INTO CONSTRUCTION FINANCING AND FAVORABLY MODIFY THE SITUATION WHICH HAS EMERGED SINCE LAST SUMMER.

IN THE CASE OF THE ENERGY CRISIS, THE SHORT-TERM IMPACT IS HURTING. IN THE LONG-RUN, HOWEVER, THE ENERGY CRISIS

ALL MOODS OF THE MIND

THE MIND IS THE MIND

THE MIND IS THE MIND

THE MIND IS THE MIND

THE MIND IS THE MIND

MAY INDUCE FUNDAMENTAL STRUCTURAL CHANGES FAVORING  
BOSTON AND OTHER LARGE CITIES.

THE ENERGY CRISIS WILL ENHANCE THE CENTRAL PLACE  
ROLE OF OUR LARGE CITIES, - THE PLACE WHERE BUSINESS  
IS CONDUCTED, WORK IS DONE, AND GOODS AND SERVICES SOLD  
AND PURCHASED WITHOUT FUELING UP THREE TONS OF STEEL  
TO SEE A BUSINESS ASSOCIATE, JOURNEY TO WORK, OR BUY A  
PACK OF CIGARETTES. THE ERA OF CHEAP AND READILY  
AVAILABLE FUEL WHICH FOSTERED SUBURBANIZATION HAS PASSED.

AND THE PRIVATE OF

MAJOR J. HORTON, JR.

OF THE 10TH INFANTRY

AT FORT MONROE, VIRGINIA

OF THE 10TH INFANTRY

BOSTON CAN ACHIEVE LARGE GOALS FOR THE PEOPLE AND THE ECONOMY, OVER THE NEXT 10 YEARS, AND, WORKING TOGETHER, THE PUBLIC SECTOR AND THE PRIVATE SECTOR CAN HELP MAKE REALITY OF THESE LARGER HORIZONS. GOALS FOR BOSTON SHOULD NOT BE UTOPIAN OR OPEN-ENDED, BUT SHOULD BE BASED ON SPECIFIC, FEASIBLE, ACHIEVABLE, FINANCEABLE, COMPATIBLE TARGETS. SOME TENTATIVE APPROACHES HAVE BEEN SET OUT

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RECEIVED BOSTON'S COMMISSIONER

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SYSTEMATICALLY IN THE DISCUSSION PAPERS OF THE DIALOGUE

SERIES. SOME IMPORTANT, DESIRABLE OBJECTIVES, -

INCLUDING BLIGHT ERADICATION, ELIMINATION OF POVERTY,

REDUCTION OF POLLUTION AND TRAFFIC CONGESTION, - MAY BE

ACHIEVED ONLY IN PART. BOSTON'S GOALS SHOULD

CERTAINLY FOCUS ON:

- GROWTH IN JOBS AND INCOME *FOR RESIDENTS*
- STRENGTHENING OF THE SERVICES ACTIVITY ORIENTED  
ECONOMY
- RECOVERY OF A MARGIN OF INDUSTRIAL JOBS
- REVITALIZATION OF THE CITY AS A PLACE TO LIVE,  
AND ITS NEIGHBORHOODS
- A RETURN FLOW OF THE MIDDLE CLASS, AND STABILIZATION  
OF POPULATION LEVELS

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- PRESERVATION OF THE EXISTING HOUSING STOCK, AND  
  
THE CONSTRUCTION OF NEW DWELLINGS TO ACCOMMODATE  
  
PRESENT AND FUTURE RESIDENTS, INCLUDING SOME OF  
  
THOSE WHO WORK IN BOSTON AND WOULD LIKE TO LIVE  
  
THERE
- REDEVELOPMENT OF AREAS THREATENED BY PREMATURE  
  
DECLINE
- COMPLETION OF THE URBAN RENEWAL COMMITMENT OF THE  
  
1960'S, IN ACCORDANCE WITH AN UP-TO-DATE EVALUATION  
  
OF NEEDS AND AVAILABLE RESOURCES
- IMPROVING EDUCATIONAL QUALITY THROUGH EDUCATION  
  
REFORM
- ENHANCING THE ABILITY OF RESIDENT WORKERS TO QUALIFY  
  
FOR THE NEW JOBS ✓

THE END

THE GOALS ARE THE SAME

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THE GOALS ARE THE SAME

- TAX EQUITY AND TAX REFORM, TO PROVIDE THE

RESOURCES THE CITY NEEDS, AND REDUCE DISINCENTIVES

FOR THOSE WHO WORK AND LIVE IN BOSTON.

THE MEASURE OF OUR ACHIEVEMENT IN THE PAST DECADE

SUGGESTS THAT THESE GOALS ARE ATTAINABLE.



PUBLIC POLICY AND PLANS ARE IN THE PRELIMINARY STAGE,  
READY FOR THE DIALOGUE WITH THE PRIVATE SECTOR, THAT WE  
LOOK FORWARD TO SO THAT WE MAY REACH A CONSENSUS ON  
MEANS AND OBJECTIVES.

THE NEW GENERATION OF PLANNING AND DEVELOPMENT  
EFFORTS UNDERWAY INCLUDE

- A GROWTH PROGRAM FOR DOWNTOWN
- A NEIGHBORHOOD REVITALIZATION AND DEVELOPMENT  
PROGRAM
- A PUBLIC FACILITIES PLAN
- A HOUSING PROGRAM
- A CITY TRANSPORTATION PLAN

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TO CHIEF OF POLICE

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1964



WE HAVE DONE A GOOD DEAL OF SERIOUS HOMEWORK ON THIS  
AGENDA AS OUR PLANNING PAPERS PRESENTED IN THE DIALOGUE  
SERIES ATTEST. MUCH REMAINS TO BE DONE, AND WE MUST DO  
IT TOGETHER. WITH YOUR HELP WE CAN DO GREAT THINGS,  
EVEN THOUGH WE CANNOT SOLVE ALL OF THE CITY'S PROBLEMS  
OR PROVIDE ALL OF THE NEEDS.

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• **1997** – **1998** – **1999** – **2000** – **2001** – **2002** – **2003** – **2004** – **2005** – **2006** – **2007** – **2008** – **2009** – **2010** – **2011** – **2012** – **2013** – **2014** – **2015** – **2016** – **2017** – **2018** – **2019** – **2020** – **2021** – **2022** – **2023** – **2024** – **2025** – **2026** – **2027** – **2028** – **2029** – **2030** – **2031** – **2032** – **2033** – **2034** – **2035** – **2036** – **2037** – **2038** – **2039** – **2040** – **2041** – **2042** – **2043** – **2044** – **2045** – **2046** – **2047** – **2048** – **2049** – **2050** – **2051** – **2052** – **2053** – **2054** – **2055** – **2056** – **2057** – **2058** – **2059** – **2060** – **2061** – **2062** – **2063** – **2064** – **2065** – **2066** – **2067** – **2068** – **2069** – **2070** – **2071** – **2072** – **2073** – **2074** – **2075** – **2076** – **2077** – **2078** – **2079** – **2080** – **2081** – **2082** – **2083** – **2084** – **2085** – **2086** – **2087** – **2088** – **2089** – **2090** – **2091** – **2092** – **2093** – **2094** – **2095** – **2096** – **2097** – **2098** – **2099** – **2100** – **2101** – **2102** – **2103** – **2104** – **2105** – **2106** – **2107** – **2108** – **2109** – **2110** – **2111** – **2112** – **2113** – **2114** – **2115** – **2116** – **2117** – **2118** – **2119** – **2120** – **2121** – **2122** – **2123** – **2124** – **2125** – **2126** – **2127** – **2128** – **2129** – **2130** – **2131** – **2132** – **2133** – **2134** – **2135** – **2136** – **2137** – **2138** – **2139** – **2140** – **2141** – **2142** – **2143** – **2144** – **2145** – **2146** – **2147** – **2148** – **2149** – **2150** – **2151** – **2152** – **2153** – **2154** – **2155** – **2156** – **2157** – **2158** – **2159** – **2160** – **2161** – **2162** – **2163** – **2164** – **2165** – **2166** – **2167** – **2168** – **2169** – **2170** – **2171** – **2172** – **2173** – **2174** – **2175** – **2176** – **2177** – **2178** – **2179** – **2180** – **2181** – **2182** – **2183** – **2184** – **2185** – **2186** – **2187** – **2188** – **2189** – **2190** – **2191** – **2192** – **2193** – **2194** – **2195** – **2196** – **2197** – **2198** – **2199** – **2200** – **2201** – **2202** – **2203** – **2204** – **2205** – **2206** – **2207** – **2208** – **2209** – **2210** – **2211** – **2212** – **2213** – **2214** – **2215** – **2216** – **2217** – **2218** – **2219** – **2220** – **2221** – **2222** – **2223** – **2224** – **2225** – **2226** – **2227** – **2228** – **2229** – **2230** – **2231** – **2232** – **2233** – **2234** – **2235** – **2236** – **2237** – **2238** – **2239** – **2240** – **2241** – **2242** – **2243** – **2244** – **2245** – **2246** – **2247** – **2248** – **2249** – **2250** – **2251** – **2252** – **2253** – **2254** – **2255** – **2256** – **2257** – **2258** – **2259** – **2260** – **2261** – **2262** – **2263** – **2264** – **2265** – **2266** – **2267** – **2268** – **2269** – **2270** – **2271** – **2272** – **2273** – **2274** – **2275** – **2276** – **2277** – **2278** – **2279** – **2280** – **2281** – **2282** – **2283** – **2284** – **2285** – **2286** – **2287** – **2288** – **2289** – **2290** – **2291** – **2292** – **2293** – **2294** – **2295** – **2296** – **2297** – **2298** – **2299** – **2300** – **2301** – **2302** – **2303** – **2304** – **2305** – **2306** – **2307** – **2308** – **2309** – **2310** – **2311** – **2312** – **2313** – **2314** – **2315** – **2316** – **2317** – **2318** – **2319** – **2320** – **2321** – **2322** – **2323** – **2324** – **2325** – **2326** – **2327** – **2328** – **2329** – **2330** – **2331** – **2332** – **2333** – **2334** – **2335** – **2336** – **2337** – **2338** – **2339** – **2340** – **2341** – **2342** – **2343** – **2344** – **2345** – **2346** – **2347** – **2348** – **2349** – **2350** – **2351** – **2352** – **2353** – **2354** – **2355** – **2356** – **2357** – **2358** – **2359** – **2360** – **2361** – **2362** – **2363** – **2364** – **2365** – **2366** – **2367** – **2368** – <

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## 7. CONCLUSIONS

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1. *Phragmites australis* (Cav.) Trin. ex Steud.

A WORD OF APPRECIATION FOR THE THOUGHTFUL  
OBSERVATIONS AND QUESTIONS POSED BY SOME OF YOU, AND BY  
THE USEFUL INSIGHTS OF THE MIT URBAN DYNAMICS GROUP.

WE HAVE BEEN ALERTED TO THE FACT THAT, APART  
FROM DEVELOPMENT PROJECTS ALREADY UNDERWAY AND LONG-PLANNED,  
THERE IS LITTLE NEW PLANNING FOR OFFICE AND COMMERCIAL  
DEVELOPMENT FOR THE LATE 1970'S AND THE 1980'S. THE SAME  
COMMENT COULD BE MADE FOR PRIVATE HOUSING CONSTRUCTION.  
WE MUST WORK TOGETHER TO ENCOURAGE NEW PLANNING UNDERTAKINGS  
IF LONG-TERM GOALS ARE TO BE ACHIEVED.

A NUMBER OF MEMBERS OF THE BANKING AND INSURANCE  
COMMUNITY HAVE EXPRESSED INTEREST IN WORKING WITH THE  
CITY ON THE PROGRAM FOR HOUSING FIX-UP, AND WE WELCOME THIS,  
AND WE OFFER OUR FULL COLLABORATION.

...HARSH HAS RAINED...

...HARSH REVIEW IN OUR...

...HARSH SUCCESS.

...HARSH OF THE...

...HARSH WITH HONOR...

...HARSH WITH LUTION...

OTHERS HAVE EXPRESSED THE OPINION THAT THE CITY'S GOALS FOR DOWNTOWN DEVELOPMENT ARE ACHIEVABLE, AND WE VALUE THIS AFFIRMATION FROM SOMEONE WHO HAS SO CLOSELY MONITORED THE CITY'S PROGRESS OVER THE PAST TWO DECADES.

THE URBAN DYNAMICS GROUP HAS RAISED A NUMBER OF IMPORTANT ISSUES THAT MERIT REVIEW IF OUR PLANNING AND DEVELOPMENT EFFORT IS TO SUCCEED.

THEY EMPHASIZE THE IMPORTANCE OF THE COMPATIBILITY OF GOALS FOR JOBS, POPULATION AND HOUSING, THEY QUESTION THE DURABILITY OF THE SERVICES REVOLUTION, AND THE VULNERABILITY OF BOSTON'S ECONOMY.

THEY PROPOSE THE PROMOTION OF INDUSTRIAL JOBS TO PROVIDE OPPORTUNITIES FOR BOSTON'S LESS PRIVILEGED.

LOOK, AND THE CORSE.

WATER RESOURCES ON DEPOSIT

2. CHICAGO, ILLINOIS

12. THANK YOU 21

THE SMITHSONIAN INSTITUTION

U.S. DEPARTMENT OF THE INTERIOR

THEY URGE THE CITY TO ENCOURAGE NEIGHBORHOOD STABILITY  
BY LIMITING THE PROCESS OF CHANGE.

THEY CAUTION US ON OUR APPROACH TO CONSERVATION OF THE  
EXISTING HOUSING STOCK, AND THE CONSTRUCTION OF NEW HOUSING.  
THEY SUGGEST A GREATER EMPHASIS ON DEMOLITION.

THOUGH WE MAY DIFFER ON VALUES, AND POLICY AND STRATEGY,  
AS WELL AS THE FACTS, BOSTON'S PLANNING EFFORT IS BENEFITTING  
FROM THEIR INSIGHTS AND QUESTIONS, AND WE WELCOME THEM.

URBAN DYNAMICS SERVES THE VERY USEFUL PURPOSE OF  
ASKING THE QUESTIONS. IT IS IMPORTANT TO POINT OUT UN-  
CERTAINTIES AND RAISE PROBLEMS AND ISSUES ON PLANNING  
AND POLICY. CRITICAL QUESTIONING WILL HELP US DEAL  
WITH ISSUES MORE EFFECTIVELY, BRING TOGETHER THE

W TO DEAL WITH COMPLEX

INTERACTION. LET US HAVE

OUR'S FUTURE. AND IN THE

LET HOW WE CAN WORK TOGETHER

POST 11.1 DON'T GROW



NECESSARY RESOURCES, AND LAUNCH THE RIGHT MIX OF  
PROGRAMS.

ONLY WHEN LEGITIMATE QUESTIONS ARE SYSTEMATICALLY  
RAISED CAN WE BEGIN TO DEAL WITH COMPLEX ISSUES ON A  
RATIONAL BASIS.

NOW FOR OUR INTERACTION. LET US PLAN AND WORK  
TOGETHER FOR BOSTON'S FUTURE. AND LET ME SUGGEST THAT  
WE MIGHT START WITH HOW WE CAN WORK TOGETHER IN A  
PLANNING PROCESS FOR BOSTON'S DOWNTOWN GROWTH PROGRAM.

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MEMORANDUM FOR THE PUBLIC

OUR EFFORTS, OUR DOWNS

THE BE WILLING TO

REASON OF PUBLIC AND

THE OWN IS THE

THE OWN IS THE

A 10-YEAR

I EMPHASIZE THE TERM "DOWNTOWN GROWTH PROGRAM"

FOR WHAT WE HAVE IS NOT A DETAILED, FULLY SPELLED OUT

PHYSICAL PLAN IN THE URBAN RENEWAL PROJECT SENSE,

BUT A RATIONAL FRAMEWORK FOR A PUBLIC-PRIVATE SECTOR

PLANNING AND DEVELOPMENT EFFORT. OUR "DOWNTOWN GROWTH

PROGRAM" BROCHURE WILL BE AVAILABLE TO YOU SHORTLY.

THOUGH SOME \$2.5 BILLION OF PUBLIC AND PRIVATE

INVESTMENT IN BOSTON'S DOWNTOWN IS ALREADY UNDERWAY

AND PLANNED, AND AN INVESTMENT TARGET OF MORE THAN \$4

BILLION IS ENVISAGED OVER A 10-YEAR PERIOD, WHAT WE HAVE IN

OUR "PROGRAM" IS ESSENTIALLY A FRAMEWORK AND AN OPPORTUNITY

FOR PLANNING, WHOSE SUCCESS WILL BE FULLY DEPENDENT ON

YOUR PARTICIPATION.

LEAVE THIS END, WE P. 1

4 INTO THREE TYPES OF AREAS

1. D. ON THE FLANK, (TO PRESS)

ADDITIONALITY WITH

WAS -- W. WATERBURY,

1. 1001 COVE, WYOMING

1. 1001 COVE, WYOMING

ONE OF OUR PRINCIPAL INTENTS IN THE DOWNTOWN GROWTH PROGRAM IS TO INSTITUTE A METHOD FOR MAKING THE DEVELOPMENT PROCESS MORE OBJECTIVE, MORE AUTOMATIC, AND LESS ARBITRARY. TO ACHIEVE THIS END, WE PROPOSE TO DIVIDE BOSTON'S DOWNTOWN INTO THREE TYPES OF AREAS: (1) AREAS OF PRESERVATION AND CONSERVATION, (TO PRESERVE OUR HERITAGE), WHERE REDEVELOPMENT WILL BE DISCOURAGED; (2) IMPROVEMENT AREAS, - THE WATERFRONT, WEST END, THE GOVERNMENT CENTER, AND SOUTH COVE, WHERE THE URBAN RENEWAL PLANS WILL BE COMPLETED; AND (3) DEVELOPMENT AREAS, - PRESENTLY IMPACTED BY DETERIORATION AND DECLINE -, BUT IN THE PROSPECTIVE PATH OF GROWTH AND DEMAND. FOR THE PROPOSED "DEVELOPMENT AREAS", AN INCENTIVE ZONING STANDARD WOULD BE ESTABLISHED SETTING MAXIMUM PERMISSIBLE

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JUST TOGETHER TO HAN

ONE SET 100

...LINE

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...THE OFFICE

FLOOR AREA RATIOS, WHICH WOULD BE MODIFIED ONLY IN RESPONSE TO INCENTIVES FOR THE PROVISION OF A PUBLIC AMENITY, - A MINI-PARK, A CULTURAL FACILITY, RETAIL SPACE.

YOU AND WE MUST WORK TOGETHER TO HAMMER OUT A SET OF INCENTIVE ZONING STANDARDS THAT MAKE SENSE, AND A MEANINGFUL WAY OF DISTINGUISHING BETWEEN AREAS OF PRESERVATION AND DEVELOPMENT.

THEN, WE MUST WORK TOGETHER TO DEVELOP THE PLANS AND PROGRAMS FOR THE HOUSING, THE OFFICE BUILDINGS, THE COMMERCIAL AREAS, AND THE RECREATIONAL AND CULTURAL FACILITIES THE CITY WANTS AND NEEDS.

